

Theory of Change

Problem Statement:

Many individuals and communities that North East Dance CIC engage with face socio-economic challenges that hinder their full development. A lack of access to relevant and empowering activities results in lower engagement in health improvement, education, fewer opportunities for leadership development, and limited social skills, affecting their long-term potential.

Our Vision Statement:

A world where everybody has the chance to be empowered to reach their full potential through access to enriching, inclusive, and supportive extracurricular opportunities.

Our company aims to offer activities to improve health and address health inequalities, enhance educational outcomes, increase social skills, and personal development through structured creative arts activities and mentorship, and life skills workshops. This will address barriers such as lack of confidence, limited access to enriching activities, and disengagement from formal education.

Our Long-term Goals to achieve our vision are:

- Disadvantaged communities have regular access to quality life improving activities
- Improved engagement of those people who are furthest away from participation
- Enhanced leadership skills and self-confidence
- Positive social behaviour and teamwork
- Stronger sense of community and social responsibility
- Mentorship and support systems are in place to guide personal development
- Community groups and educational establishments actively support and encourage participation in these activities

Our Immediate Outcomes that will take us closer to the long-term outcomes are:

- More people can access new regular workshops and projects to support their development
- Increased engagement and Increased participation in health and life skills workshops (teamwork, leadership, communication).
- Improved social behaviour, collaboration, and conflict resolution skills.
- Improved social inclusion

- Establishment of mentorship networks (peer-to-peer and adult mentors)
- Increased self-esteem, leadership, and goal-setting skills.

Long-term Outcomes

- Improved health and wellbeing for all
- Positive relationships and enhanced community ties
- Academic improvement and reduced dropout rates
- Increased youth leadership and civic engagement in the community

What are our key actions and resources which will help us achieve the immediate and longer-term outcomes?

To effectively carry out our company's activities, we need a variety of resources to operate, maintain and grow the business

1. Financial Resources.

- We continue to operate on a mixed income model consisting of contracts and commissions, funded work and individual payments. A crucial part of this income model is Investment in Growth to support our business expansion, our new product development, and our entry into new markets.
- Our operational costs cover day-to-day expenses such as salaries, rent and utilities
- Current unrestricted reserves are used for emergency or contingency funds so that we can handle unexpected challenges such as economic downturns or operational decline

2. Human Resources

We believe that human capital is essential for driving the company's activities and we strive to attract retain and develop our team, This includes:

- Having a skilled workforce: Our Staff all have necessary skills, training knowledge, and experience to teach, manage and perform operational tasks, design innovative programmes of work and develop strategic planning for our sustainability
- Effective leadership and management: The CEO and Board of directors guide our company direction, and the senior management team operate to a robust management system for efficient operations

- Investment in staff – we provide consistent and regular training to upskill our delivery staff to enable them to provide high quality services and develop their professional careers

3. Technological Resources

Technology plays an increasingly vital role in modern business operations and North East Dance embrace these technologies to offer better and more relevant services to our participants and key stakeholders. These include:

- Having up to date operational systems and tools: Software and hardware is used for tasks like project management, participant management, financial tracking, and enterprise resource planning
- Automation and AI: We use these tools to enhance efficiency by automating repetitive tasks, improving data analysis, and enabling machine learning and AI driven decision-making.
- A good communication infrastructure: Technologies like email systems, video conferencing, and collaborative platforms enable effective internal and external communication.
- Cybersecurity Measures: Our IT consultant advise on technologies and protocols that protect the company's digital assets from data breaches, cyber-attacks, and unauthorised access.

The Key Assumptions behind our strategy are:

- Individuals and communities are motivated to engage in the activities when they are neighbourhood based and relevant to their circumstances
- Local partners (schools community venues, youth providers and councils) will act as referral partners

Potential Risks

North East Dance CIC know that it is very important to identify external factors which could support or hinder our achievement of outcomes or company's success We have identified the following potential risks and ways to mitigate them

Potential Risks	Mitigation
Delays in payments from debtors	We implement a rigorous credit control system to minimise this
Potential shortfall of income-generating end users	We continue to look for new and diverse income streams as we develop the company
Potential of cost overruns	We closely monitor spending and act to avoid overruns
CEO becoming ill or otherwise unavailable for a period of time	We make provision and ensure that the role is carried on through the operations manager and management team as well as the board who have the relevant expertise in terms of management
Overstretching on capacity of current staff	We have an open and ongoing approach to recruitment to keep our workforce growing to meet demand and can call on our bank of self-employed community dance tutors when needed to cover extra work

Indicators and Measurement of Success - How will we measure our progress toward achieving the desired outcomes?

North East Dance CIC know that to effectively assess success we need a comprehensive system of indicators and measurements that track progress across various dimensions like health, wellbeing, confidence, motivation, leadership, and social skills.

Our structured approach to this includes:

1. Tracking Changes in Health and Wellbeing

Monitoring improvements in participants' physical, mental, and emotional health.

The key indicators and measurement methods we use are:

- Pre project consultations and market research
- Assessing baseline levels before a project is delivered so that we have individual starting points of level of skills and abilities
- Monitoring lifestyle changes like increased physical activity, healthy eating habits, or reduced substance use through self-reporting or case study material

2. Evaluations of Self-Confidence, Motivation, and Leadership Skills

Assessing growth in personal development before and after activities to evaluating program impact. This can be measured through:

- Pre-and Post-Program participant questionnaires and user-friendly evaluation sheets
- Structured questioning focusing on self-confidence, motivation, and leadership skills, asking participants to rate their abilities before and after engagement in activities.
- Regular reviews of learner plans and individual goal/ target setting

Monitoring and Evaluation Plan

Data Collection Methods: Pre- and post- projects and workshop surveys, interviews with participants, school attendance mentor reports, and feedback from parents and teachers.

Responsibility: The operations manager and senior management team coordinate and track progress as defined in the funded project, commission or contract . Senior management also report to local authorities through annual self-assessment reports and meetings as needed.

Stakeholders and Partnerships

- Local Authorities who contract us for provision
- Participants who are the primary beneficiaries of our activities
- Tutors/instructors who are essential role models guiding the personal development of participants especially children and young people
- Community Organisations who work in partnership with the company
- Mentors from the social enterprise network

Final Considerations:

The Theory of change will align with the company's mission, vision, and values. This will help to ensure that all stakeholders are aligned toward a common purpose. This framework is not static and as market conditions evolve, we will revisit and refine to meet these needs

Summary of Key Points:

Deliver projects, courses, workshops and sessions of work which aim to improve mental and physical health and wellbeing especially to disadvantaged communities across the North East Region by offering structured participant focused activities, mentorship, and life skills development.

Next Steps:

- Develop partnerships with more local community organisations
- Develop a recruitment plan for mentors and volunteers
- Schedule an initial evaluation after 12 months to assess early outcomes and make adjustments